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DD/S 70-1298

31 MAR 1970

MEMORANDUM FOR: Executive Director-Comptroller

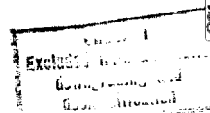
SUBJECT : Report of Submission of Reduced Staffing Complements
to Director of PersonnelREFERENCES : (a) Memo dtd 11 Feb 70 for DD/I, DD/P, DD/S&T,
DD/S, D/ONE, GC, IG, and LC fr Ex. Dir.-
Compt., subj: Personnel Ceilings for FY 1970
and FY 1971(b) Memo dtd 2 Mar 70 for Ex. Dir.-Compt. fr
Acting DD/S, subj: Estimate of Problems to be
Encountered in Meeting Personnel Ceilings for
FY 1971

1. This memorandum, responding to paragraph 4.b. of Reference (a),
is for your information only.

2. The new staffing patterns for all Support Directorate elements
adjusted to 30 June 1971 ceilings have been submitted to the Director of
Personnel. Based on a review of these staffing patterns, I believe that
Office Heads and other senior officers involved have made a genuine effort
to adhere to average grade restrictions while at the same time maintaining a
reasonable balance between professional and sub-professional positions. Some
reorganization is also reflected in those papers in addition to ceiling reductions.
The Office of Communications structure formalizes the organization under which
it has operated for over a year, following your general approval, and on which
classification action has just been completed. The Directors of Training and
Logistics have incorporated changes which they believe necessary to their
concepts of proper organization of their Offices to carry out current and pro-
jected functions.

3. Since submission of Reference (b) report, the Director of Finance
has indicated that possibly as many as 15 excess personnel may exist in his
Office, principally due to his having to absorb more personnel (six) from SIPS
than was originally expected and due to the Clandestine Service's deletion of
additional positions. This information was simply an alert to me, however,
and the final review of the Office of Finance status will not be completed until
1 May 1970.

MORI/CDF Pages 5 -




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4. While I am still reasonably confident that the 30 June 1970 ceiling will be met, I am less confident that we will be able to meet the 30 June 1971 figure without having excess personnel in addition to those identified in Reference (b).



R. L. Bannerman
Deputy Director
for Support

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O/DD/S:  pao (31 Mar 70)
Rewritten: ADD/S: JWC/ms (31 Mar 70)

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Distribution:

Orig - Adse

1 - ER

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1 - DD/S Subject, w/Ref (a) (DD/S 70-0599) and Ref (b) (DD/S 70-0854)

1 - Chief, Plans Staff, DD/S

1 - CMO-DD/S

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DD/S 70-1298

MEMORANDUM FOR: Executive Director -Comptroller

SUBJECT : Report of Submission of Reduced Staffing Complements
to Director of Personnel

REFERENCE : ^(a) A. Memo from Ex Dir Compt to DD/I, DD/P, DD/S&T,
DD/S, D/ONE, GC, IG, and ~~L/S~~, dtd 11 Feb 70,
Subj: Personnel Ceilings for FY 1970 and FY 1971

(b) ^{acting} B. Memo from ~~DD/S~~ to Ex Dir Compt, dtd 2 Mar 70,
Subj: Estimate of Problems to be Encountered
in Meeting Personnel Ceilings for FY 1971

(1) Standard opening para

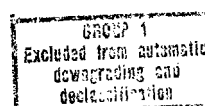
1. This memorandum responds to reference A and is to advise the Executive Director -Comptroller that the Support Directorate's reduced staffing patterns were submitted to the Director of Personnel on 1 April 1970. My review of the Directorate's staffing patterns leads me to conclude that the Office Heads have made a genuine effort to adhere to average grade restrictions while at the same time maintaining a reasonable balance between professional and sub-professional positions.

2. Since the submission of reference B report on the Directorate's status relative to excess personnel, the Director of Finance has indicated that an excess of personnel, possibly as many as 15, may exist in his Office. This is principally due to his having to absorb more personnel (6) from SIPS than was originally expected and due to the Clandestine Service's deletion of additional positions. This information was simply an alert to me, however, and the final review of the Office of Finance status will not be completed until 1 May.

3. While I am still reasonably confident that the 30 June 1970 ceiling will be met, I am less confident that we will be able to meet the 30 June 1971 figure without having excess personnel in addition to those identified in my 2 March memorandum.

R. L. Bannerman
Deputy Director
for Support

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11 February 1970

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science & Technology
Deputy Director for Support
Director of National Estimates
General Counsel
Inspector General
Legislative Counsel

SUBJECT : Personnel Ceilings for FY 1970 and FY 1971

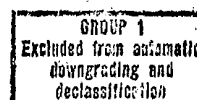
1. Each Deputy Director and head of Independent Office has been assigned personnel ceilings which must be reached by 30 June 1970 and 30 June 1971.

2. The imminence of 30 June 1970 makes it necessary in most instances to reach this ceiling through attrition and controlled entry on duty of new employees. New staffing complements, proper mix of skills and grades, etc., must of necessity be considered as of secondary importance. The reverse must, however, be true in planning for and reaching the 30 June 1971 ceiling. We must of course be prepared to accept imbalances as we make our interim adjustments. Our plans must, however, provide for a balanced staffing complement with the proper occupational skills mix and which maintains insofar as possible our average grade structure, all to be fully implemented by 1 July 1971.

3. For a variety of reasons it is essential that these plans be completed not later than 30 June 1970 or as soon thereafter as is practicable. Among these are:

a. Personnel who would normally remain on duty beyond 30 June 1971 but who cannot be accommodated within the new staffing pattern are entitled to the earliest possible notification, and we must be prepared to assist such personnel in

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every reasonable way to make their personal plans and adjustments.

b. Recruitment plans must be made to fill vacancies when critical skills are required and for younger and junior personnel essential to the long-range health and vitality of the Agency.

4. The accomplishment of this objective will require an intensive and most thoughtful effort on the part of the Deputy Directors, Independent Office heads, and supervisors in general. A number of actions are required in a relatively short period of time. Most can and should proceed simultaneously. In order that this exercise can proceed on an orderly basis for the Agency as a whole, the following is directed:

a. By 1 March 1970 Deputy Directors and Independent Office heads will submit a report to the Executive Director-Comptroller, advising of any problems they foresee in conforming to the new ceilings by 30 June 1971. If you do foresee problems, you should be as specific as possible as to what they are and where they are and what you are doing or propose to do about them. It is not expected that you can be too specific about grades and names at this juncture, but I think you can be fairly specific as to numbers.

b. Work should start now on staffing patterns to coincide with 1 July 1971 personnel ceilings and to be effective on that date. It is recognized that unforeseen requirements may change these staffing patterns between now and then. For the purpose of this exercise, however, they must reflect your very best thinking and planning and be considered firm. Inasmuch as you have already studied this problem with some care and decisions have been made as to how your staffing pattern is to be reflected in the FY 1971 Congressional budget submission, this should not be too difficult. Not later than 1 April 1970 all components should submit their proposed new staffing pattern to the Director of Personnel, with a copy to the Director of Planning, Programming and Budgeting. (Requests for exception to average grade controls will be justified

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on a case-by-case basis through the Director of Personnel to the Executive Director-Comptroller.) This will require close coordination between components and Career Services. Component positions filled by another Career Service and which are proposed for elimination must be identified to the Career Service furnishing the personnel. Disagreements should be promptly reported to the Executive Director-Comptroller. On 1 April 1970 all components should report to the Executive Director-Comptroller that this has been done. This report should also include any refinements that may have been made from the earlier report of 1 March 1970.

c. With the completion of the action directed in paragraphs a and b above, all components and Career Services should examine in detail their personnel staffing plans with a view to at least tentatively identifying those individuals whom they may be unable to accommodate within their own Career Services after 30 June 1971. This should be completed not later than 1 May 1970 and a report to this effect made to the Executive Director-Comptroller on that date.

d. Heads of components and Career Services should ensure that the most careful and thoughtful attention is given to the individuals who have been tentatively identified as surplus to the needs of that component or Career Service. This should be accomplished by individual consultations, and every effort should be made to reach a solution mutually acceptable to the individual and the Agency. Among the possibilities are:

(1) Reassignment at the same or lower grade, with or without training, to another Career Service or component within the Directorate;

(2) Resignation;

(3) Voluntary retirement if eligible under either the Civil Service Retirement System or the CIARDS;

(4) Optional discontinued service annuity for those under the Civil Service Retirement System and who are qualified by age and years of service;

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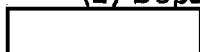
(5) Handling individual cases in essentially the same way for personnel under the CIARDS who have 25 years of service but who are not yet 50 years old.

e. On 1 June 1970 each Deputy Director and head of Independent Office will make a summary report to the Director of Personnel of the status and plans for each individual who has been identified as surplus. If there are individuals for whom no mutually satisfactory solution has been found, a detailed report of what has been done to try to reach a solution will be made, giving reasons why the effort has not been successful and a specific recommendation as to what further action should be taken.

f. The Director of Personnel will make every effort to find a position for each individual at his current or lower grade elsewhere in the Agency. If no satisfactory assignment can be found for any individual, the Director of Personnel must then consider the following alternatives:

(1) Involuntary retirement under the Director's authority;

(2) Separation with compensation in accordance with



g. On 1 July 1970 the Director of Personnel will submit a status report to the Director with specific recommendations as to further action.

5. It is to be hoped that a mutually satisfactory solution can be found for every employee who may be affected by this exercise. No effort should be spared to ensure this. It should be clearly understood, however, that the Agency has no choice in this matter. The objectives must be accomplished. If in the final analysis the Director's authority to terminate personnel must be used, it will be.



L. K. White

Executive Director-Comptroller

cc: Director of Personnel

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EYES ONLY

DD/S 70-0854

2 MAR 1970

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Estimate of Problems to be Encountered in Meeting Personnel Ceilings for FY 1971

REFERENCE : Memo dtd 11 Feb 70 for DD/I, DD/P, DD/S&T, DD/S, D/ONE, OCC, IG, and I.C. subj: Personnel Ceilings for FY 1970 and FY 1971

1. This memorandum is for your information only. It responds to the requirement in paragraph 4. a. of the reference that the Executive Director-Comptroller be advised by 1 March 1970 of any problems anticipated in conforming to the FY 1971 personnel ceiling.

2. Subsequent to the establishment of reduced personnel ceilings for all components in the Support Directorate, and in order to comply with the chronology of actions requested by the reference, a number of steps have been taken in the Directorate. First, each Office Head has responded to my request for a predicted strength report indicating what the anticipated on-duty strength in the component would be for each month from January 1970 through June 1971 as related to the new ceiling figures for that component. Second, continuing efforts are being made to identify as specifically as possible any and all Support Directorate positions that may be eliminated by other components of the Agency in order to reach their reduced ceilings. Third, I have issued for the Directorate a statement of procedures to be followed in identifying surplus employees (copy attached).

3. As the 1 April 1970 date for submission of reduced staffing complements to the Director of Personnel approaches, indicators that other components of the Agency will delete more Support Directorate positions are increasing. At this time, I am aware of two Security Officer positions being deleted by the Science and Technology Directorate; two Support Officer positions being deleted by the Intelligence Directorate; and, tentatively, eight Logistics, Finance, and Personnel positions in the Clandestine Service. In addition to these, the deletion of 16 positions from SIPS in the Support Services Staff will necessitate returning ten to twelve employees to the various Support Career Services from which they came. Every effort will be made to phase the return of these employees concurrent with the completion of their SIPS tasks. As you can well understand,

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GROUP 1
Excluded from automatic
downgrading and
declassification

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EVENTS ONLY

each of the above actions results in the return of an employee to a Support component and, depending on the strength condition of that component, the employee may well add to an already surplus condition in the component. I have mentioned these reductions which will occur outside of the Support Directorate to emphasize that the Directorate's over-all 30 June 1971 strength is directly affected by the number of positions abolished and the number of employees returned to the Directorate by other components.

4. The problems which I now anticipate as a consequence of the reduced personnel ceilings are essentially people problems as contrasted to organization or functional problems. With the exception of the Office of Training and the Office of Logistics, all components have estimated that their 30 June 1971 on-duty strength will not exceed their authorized ceiling. Not one of the Directorate components, however, is willing to indicate that the absorption of these reductions will be a simple and painless process or that services will continue at the same level as they have in the past.

5. The Offices of Security, Personnel, Communications, and Finance have indicated that their on-duty strength will not exceed their FY 1971 ceiling level. While the mix of technical, professional, and clerical employees will still be less than ideal in those components at that time, I believe that the degree of imbalance which may exist will be acceptable with the full knowledge that the imbalances are not to be tolerated any longer than absolutely essential.

6. Although the Office of Medical Services has indicated that it will meet the reduced ceiling, short of some unforeseeable requirements or circumstances, the Office of Medical Services may have on board in June 1971 at least five medical technicians for whom it does not have positions. This occurs because of OPRED reductions which have or will return to the Office of Medical Services five technicians whose positions were abolished by other components of the organization and is compounded by the relatively low rate of attrition among medical technicians.

7. The Office of Training with a reduction [] has indicated that their 30 June 1971 strength may be as much as 12 in excess of their authorized ceiling. The major portion of the reduction in the Office of Training will occur without recourse to elimination of instructor positions and will involve reduction in positions [] and conversion of local employees [] from Staff to Contract status. By continuing to work with the Director of Training and to press harder for conversion of more Staff employees to Contract, I hope to meet the ceiling requirement in the Office of Training without having to declare any employees surplus.

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8. The Office of Logistics will in all probability have surplus employees as of 30 June 1971 and at this time it appears that there may be as many as [] personnel who could be surplus. In this regard, it should be remembered, however, that in the past two and one-half years the Office of Logistics has lost [] exclusive of the latest reduction, and that [] had to be absorbed by the Office of Logistics. These [] were deleted as a result of BALPA, OPRED, JMWAVE reduction and the Office of Logistics contribution to SIPS. Efforts to contract out the typewriter maintenance function performed by Logistics at a cost of four Staff positions have not as yet been fruitful. Those organizations in this area presented to date with this offer have indicated that their current workload is in excess of their ability to meet the demand and they are not willing at this time to consider taking on an additional workload. The contracting out of the carrier maintenance system may yet be possible and if it is successful it is possible that some of those 11 employees currently committed to carrier maintenance would be surplus in that their function would have, in effect, been abolished and their skills so specialized as to make their utilization elsewhere in the Agency unlikely.

9. As the April and May Directorate action points are reached and passed, the effects of these reductions will become more apparent and the identification of surplus employees will be more precise. Only after the surplus identification and reassignment phases have been completed will we have a clear indication of the over-all Directorate condition. It appears at this time, however, that surplus employees may be identified in the Office of Training, the Office of Logistics, and, possibly, the Office of Medical Services.

(Signed) John W. Coffey

John W. Coffey
Acting Deputy Director
for Support

Att

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SA-CMO/DDS [] pao (2 Mar 70)

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